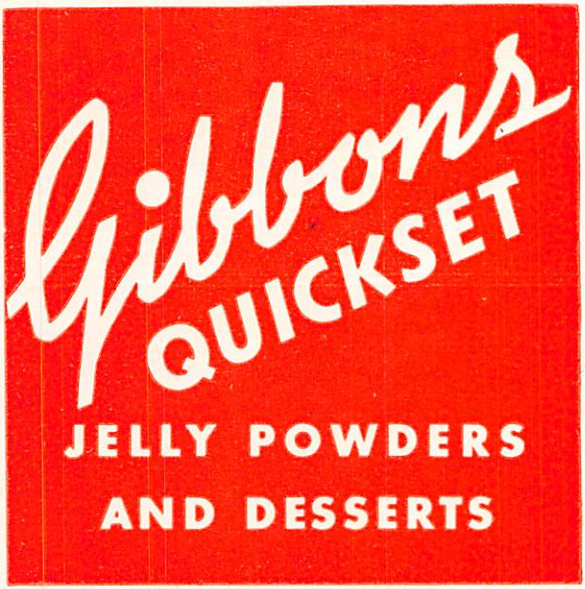
OFFICIAL PUBLICATION OF THE CANADIAN CAMPING ASSOCIATION

CANADIAN CAMPING

December 1954
TORONTO, CANADA

"Snow Hike"



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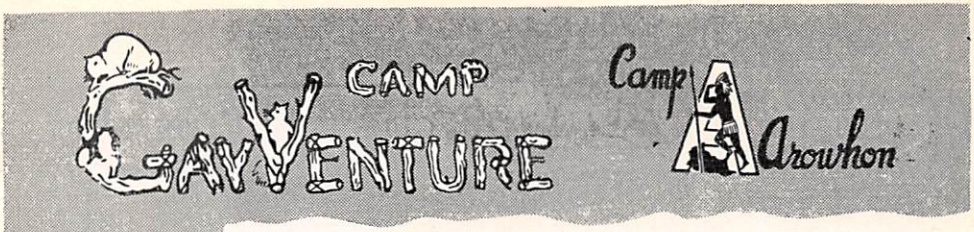

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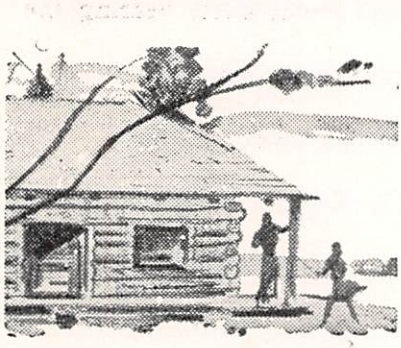

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CANADIAN CAMPING

Vol. 6 DECEMBER, 1954 No. 4

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Credit for Cover Photograph:
Courtesy of Gustav Anderson, Amityville, N.Y., and Canadian Nature Magazine

Cuts by Ontario Society for Crippled Children
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"CANADIAN CAMPING" IS PUBLISHED FOUR TIMES A YEAR BY THE CANADIAN CAMPING MAGAZINE CO. FOR THE CANADIAN CAMPING ASSOCIATION AT 170 BLOOR ST. WEST, TORONTO, ONTARIO. SUBSCRIPTION PRICES: MEMBERSHIP IN THE CANADIAN CAMPING ASSOCIATION INCLUDES CANADIAN CAMPING: TO NON-MEMBERS, 50 CENTS PER COPY, $1.75 PER YEAR, $5.00 FOR THREE YEARS. AUTHORIZED AS SECOND CLASS MAIL, POST OFFICE DEPARTMENT, OTTAWA, ONT.

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. . . . And His name shall be called Wonderful, Counsellor, The mighty God, The everlasting Father, The Prince of Peace.

Isaiah 9:6

Editor's Preamble

About this time of year, a summer of camping falls into its proper perspective. Directors and senior staff members reach that perennial point where they can take an objective view, look at the summer in retrospect, and begin to make plans for next year.

How did last summer compare with others? Was it different? If so, what created that difference? A Trend, perhaps? Indeed, this is an age of Trends: the Trend to speed, the Trend to the suburbs, the Trend to sleek, bleak lines . . . we could note more. Is it credible that Trends have hit camping as well? Not so much in programme, let's say, but in staff and its related problems.

What of the trend in thinking . . . the attitude . . . of some of the counsellors we employed? Has it been the experience of too many directors that young people are too eager to take over completely, to run their sections or activities without benefit of experience, without caution in some cases? There are instances where there has developed some disregard for the judgment and concern of older people who are in charge of camp or sections.

Now, this is not to decry our students, or our graduates. Goodness knows, Canadian camp directors and section heads will vouch for their integrity and intelligence, their capacity for work, their aim to keep our camping at a high level; the majority, that is. But what of the few who seem to find their respective ways on to every staff, who want to take the helm, tell the director how to operate his camp, and accept camp rules on their own terms? They are, fortunately, in the minority, but one or two on a staff can ruin the entire morale . . . and eight weeks can be a long time.

It would seem that in hand-picking our staff, we look too often only for perfection in skills, extreme efficiency in the teaching of an activity or craft. Once we find such a person, we hold on to him or her at any price. Do we pay too high a price? And are we apt to neglect this one most important factor? Namely: that counsellor might be an expert . . . a "crackerjack", to use a camp term . . . but what does he teach our youngsters beyond the skill or sport for which he is employed? Usually he has a tent or cabin group of his own. How does he talk with them around the campfire or before Lights Out? Does he inspire or tear down? Does he teach his campers that the prize goes to the greatest bully by fair means or foul? Does he belittle and ridicule campers or staff? Does he highlight off-colour stories as general literary diet? Above and beyond all, what are his loyalties, his faith, his beliefs? Does his attitude indicate that camp exists for him alone?

Results from camp training, on occasions, reveal a marked need, on the part of counsellors, for guidance. Mayhap some of these young people are not ready to share in planning and governing as we encourage them to do all summer. But isn't it true that we are so afraid of "dictating" that we lean too

far in the opposite direction? The principles of Democracy can be worn thin as they are stretched, and there comes a time in all staff organizations when it is wise that a director "tells" rather than "asks"; when his experience, his sense of caution, his alertness and awareness must serve to guide, must train young people as responsible adults to follow in his footsteps. Certainly there are many places in programme where the counsellor does proceed on his own initiative, but when it comes to waterfront regulations, say, or camp policy or camp philosophy, then surely the director's word is law.

Within the memory of all of us are men and women, mentors and friends, whose wisdom encouraged, inspired and, at times, cautioned us as we set forth on our first, and many ensuing, assignments. Without these fine people in our lives, we would have been lost. They accepted our innovations, wove them in with their basic traditions. We believe this system to be just as sound as it ever was, and that today's young people appreciate a positive kind of guidance and camp administration. By and large, they have little respect for neutral people.

We're Talking About

A thumbing through the memos on the various desk tops at the office produced a fine showing of newsy notes this month. But because it's closest to home, our change of address takes first place. We're not very far away; still on Toronto's smart Bloor Street West; telephone number's still the same. But the Park Plaza is now our home, Room 407, 170 Bloor Street West, as you will see from the title page. More space has been the crying need for lo, these many moons, but with it comes a boon we had only dared dream of in our weaker moments . . . elevator service! This year . . . any time . . . if you're Toronto-bound, ride up to see our new surroundings. We love company!

Another few weeks will find us all together, anyway, at the Conference. The dates have been moved on to March 3rd, 4th and 5th, this year, to allow members of the American Camping Association to be with us, and to allow members of the Canadian Camping Association to attend the New York Regional Convention in Atlantic City on February 25th, 26th and 27th. OCA's Conference will be held again at Central YMCA, 40 College Street, Toronto. Committee members are a-busy furrowing the brows. Results later.

There's reason aplenty for a bit of back-patting for two or three members of this Association. Firstly, to your former Executive Secretary, Miss Joyce Bertram, on the announcement of her new position as Director and Owner of Camp Ouareau, in the Laurentians, to succeed Miss Dorothy Percival. Our felicitations go two ways: to Miss Percival for many years of success in directing one of Canada's finest camps for girls; to Joyce because we know she will carry on the traditions as she builds and expands the camp in her own very efficient and wise manner.

Puffed up with pride we are, over another active member, Miss Margaret Govan. Marg's book "The Trail of the Red Canoe" has just come off the press and is reviewed in our Library Shelf Department. It's her lively and entertaining way we like, in her writing and in her work with your Editorial Committee. It's a pleasure to say, very sincerely, "Congratulations!" from all of us.

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AMONG OURSELVES . . .

Lorne E. Brown, Past President, B.C. Camping Association

Director of Physical Education, Provincial Normal School, Vancouver

Moorecroft Camp for Girls was born one summer evening nearly three decades ago, when Mary Edgar, Director of Camp Glen Bernard, asked one of her counsellors to go for an evening stroll after a busy day. As a result of that quiet chat between the First Lady of Canadian Camping and a young enthusiastic counsellor, the first Private Camp for Girls in British Columbia was opened 12 years later. That young counsellor was Gertrude Evelyn Moore (Dinty to her friends) who, through her own determination and enthusiasm for camping, opened Moorecroft in 1934, and in 21 years built the organization into one of the finest Girls' Camps on the Pacific Coast.

Let us look at "Dinty" Moore, one of the real pioneers in Camping in B.C. She was born in Toronto (for which we have forgiven her), attended Parkdale Collegiate Institute and the Margaret Eaton School, where, as an outstanding student, she won the Matilda Rogers Scholarship two years in succession, and on graduation was awarded the Dorothy Scott Raff Optima Prize for "diligence to work and thoughtfulness for others". Incidentally, this talented and promising leader showed her versatility when, in her graduation year, she won a prize for Shakespearian Interpretation. Some day we must have Dinty give us a bit of Shakespeare.

After receiving her Diploma at Margaret Eaton, she was appointed to the staff of the same school where she worked for several years. Time does not permit a detailed account of Gertrude's activities for the next few years, but a summary will be enough to show that here is a woman who has had a wide and varied experience in the field of Physical Education and Youth Leadership. She taught for almost ten years at Central Technical High School in Toronto, and started her camping career as Sports Counsellor at Camp Couchiching for the National Council of the Y.W.C.A. Later she moved west and became Director of Physical Education for the Vancouver Y.W.C.A. After a period here Gertrude returned to Toronto where she was appointed

Director of Recreation for Women at the T. Eaton Co. as director of the Eaton camp for business girls at Shadow Lake. The west coast called again and she came to B.C. to become the first Director of Physical Education for Women at the University of British Columbia. Prior to coming west she took several courses in Physical Education at Harvard University, and several courses in Camping sponsored by the American Camping Association.

By this time Gertrude was becoming increasingly aware of the need for Camps in B.C. Uppermost in her mind was the idea that had been planted there by Mary Edgar back at Camp Glen Bernard where she had been Sports Counsellor for many years. The great day came and in 1934 Moorecroft opened its first Camping season on 75 acres of beautiful wooded land on the east coast of Vancouver Island overlooking the Straits of Georgia and the snow clad mountains of the B.C. mainland. Here, year after year for 21 years, girls, and later, boys, participated in a Camping programme of swimming, boating, campcraft, riding, nature-lore and all the other activities related to a simple life in the out-of-doors. Gertrude, or Dinty, we should say, has always felt that Camping should take the child close to Nature and natural things, and that philosophy has always been reflected in her own Camp activities. Her buildings blend with nature, her special retreats and programme centres are kept simple and in tune with the beauty around them. To Dinty the Camp experience must be unique and different and natural. She does not include city-centred activities in her programme.

Gertrude Moore has always been active in the professional organizations related to the field of Physical Education and Camping. She was on the first executive, when the B.C. Branch of the Canadian Association for Health, Physical Education and Recreation was formed. She was instrumental in the formation of the B.C. Camping Association and was its first President in 1939. For ten years she held executive office in this organization and during that time many advances were made in Camping in this province. The most important of these was the drawing up of standards for Camping in B.C. requested by the provincial government and later used as a basis for licensing summer camps in the province. Gertrude played a prominent part in drawing up these standards. Later, she was named Honorary President of the B.C. Camping Association. During the years she has been a qualified examiner for the Royal Life Saving Society and has had her Camp one of the top qualifiers in water safety awards.

It has been a pleasure to have known Gertrude Moore over the past years and to have worked with her in both the Camping and Physical Education fields. It can safely be said that her enthusiasm, instead of waning over the years, has continued to grow. Her only regret is that Camping for the youth of this province has been so slow to develop. If she had her way, every boy and girl in Canada would have an opportunity to spend some part of each year in Camp. She hopes that some day Camping will be included in the curriculum of the public schools. Certainly, Gertrude has done much in pioneering this field to prepare the way for this to happen.

To Gertrude Evelyn (Dinty) Moore we, as Campers and people interested in Camping say "HOW, HOW", which is the Camp Elpinstone way of saying how much we appreciate your contribution to this important phase of Canadian Life.

Testing

Our Training Theories at the YMCA Camp Directors Seminar

W. E. (Ted) Yard,
Director, Camp Pinecrest.

Certainly we knew that on-the-job training was the only training that would count! We knew, too, that training at the senior staff level was the only practical way to substantially upgrade our whole leadership picture; but how could we ever hope to have directors and senior staff members from different camps meeting together with an opportunity to put theory to the test with camper groups?

Ten men and two women representing camps from Saskatoon to Kingston *did* meet in an "in-camp" seminar at Toronto YMCA's Camp Pinecrest from August 23 to September 2 this year. A one-week camp period—the ninth week in Pinecrest's boys' camp summer, provided the setting for relating "theory" to "practice", and Ron Perry, outstanding Canadian educator and camper, came from Ottawa to act as discussion leader.

Two full days were spent in "orientation" . . . to the camp, to one another, and to the whole process of an "on the job" seminar. In this period, too, there were some discussions related to specific areas of camp administration.

Next came seven days (and most of seven nights) when every conceivable phase of camp work was thoroughly explored. In certain instances it was felt important to "try it". For example, a discussion on "cabin group programming" would be followed by an afternoon with a cabin group and an evening session to evaluate the earlier discussion in view of the practical considerations encountered when actually with the "cabin group". A similar procedure was followed with "interest or instruction groups", with "waterfront", and even with "overnights". Yes, these were *actual* situations, not "ideal" or "hypothetical" ones . . . when our ten seminar men were out simultaneously with ten different overnight groups . . . it rained all night!

Everyone shared in the discussions; and over in the somewhat remote section of camp, set up as seminar headquarters, informality was the keynote. Whenever he might have reason to wander through the main sections of the host camp each seminar member found himself looking in a friendly-critical way through eyes keenly alerted by intensive discussion . . .

"wonder why that building was located there . . ."
"wonder how their food cost is . . ."
"wonder if that laddie would have more fun if . . ."
"wonder if that would work back home . . ."
"wonder how that youngster knows my name . . ."
"wonder if I can corner Syd to see what he thinks about . . ."

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With a Tent
in Foreign Lands

Bob Frood-Barclay,
Formerly editor of "Camping and Outdoor Life"

In countries throughout this funny old world there are millions of young people—and that does not necessarily mean young in age—to whom camping and its official clubs can be of service. My primary aim in this article is to show you how these young folk have an easier—and if you like, more pleasant—way of seeing foreign lands which they might otherwise be unable to do.

Surely this is a worthy aim, for travel and intermingling with young people of other lands (be they young in age or heart) can do much to solve the many intricate problems of this queer world we live in to-day.

Campers throughout the world can help to bring nations together in goodwill and if I can help them to do it more easily then I shall be quite happy. Having once been young (pause for modest cough!) I know how young folk feel—their ways, hopes and desires—and I know that campers are, naturally, interested in travelling for the sake of it.

What a very happy carefree holiday! Campers have the key to the finest, cheapest and most enjoyable way of seeing foreign lands; of intermingling with young people of other nations, getting to know their way of life and generally having a thundering good time.

God's good air is free, remember.

Fine, but what of the many difficulties, you may ask; and far be it from me to try to stop you!

Camping in Europe does not really present the great difficulties which some imagine. It is just a case of common sense. Every country has a camping club and in the majority of cases these are affiliated with the "International Federation of Camping and Caravanning", 218, Boulevard Saint-Germain, Paris 7, France.

Much benefit and helpful advice can be had by joining one of these national clubs—and through them the International Federation—and this will make your holiday under canvas much easier. Clubs in other lands will give information if you show your I.F.C.C. card; or, if writing to them, on quoting the membership number.

For example, the Camping Club of Great Britain and Ireland which is the founder member of the International Federation, gives helpful advice on trips abroad—with special advice for cyclists, canoeists and mountaineers. It supplies its members with leaflets which give information on travel, currency and regulations in various countries. Every year it organises parties by coach, train and air at special travel rates; these special rates alone make membership really worthwhile. Cyclists can see Belgium, Denmark, Brittany and Normandy—the walker can enjoy the delights of Switzerland and the Alp-country, and the wonders of Portugal and Bavaria and it all ensures a terrific welcome from the clubs of those countries, members of which meet and guide visiting campers and even arrange special camps of welcome.

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The Value of Camping To a Crippled Child

DELWIN MCLENNAN,
Programme Director, Blue Mountain Camp.

What about these camps for crippled children? What can they do? Do the campers participate in any of the regular camp activities? What is accomplished at a camp such as this?

These were some of the questions which naturally came to mind when it was first suggested that I spend the summer working at a camp for crippled children. In the summer months that followed I found some of the answers.

Blue Mountain Camp, six miles west of Collingwood, is only one of five camps operated by the Ontario Society for Crippled Children; and it was a surprise to learn that in this one alone about two hundred and seventy-five children are given a camping experience as near normal as it is possible to give. As in other camps, regular programme is organized in activity groups; and these groups are based on the ability and interest similarities of the campers.

Some of the campers are in wheel chairs. At the outset of camp, they are in one group, but as their interests broaden they request a move to others, and if the staff feels such a move is wise, they go where they want to go: to crafts swimming, music, sports, hiking groups, dramatics, toy soldiers, castle-building, campcraft, and so on.

When the Senior groups were in camp, afternoons were devoted to interest groups; that is, the campers decided individually the activity each one would like to follow. It seemed so important to stress each child's individual development, for one important reason: in numerous cases, the idea of deciding a course of action for themselves, and in some cases even evaluating that course, gave them a confidence and feeling of security they might never have felt before.

To give some idea of the scope of the programme: interest groups for the girls consisted of swimming, crafts, grooming, square dancing, writing a camp newspaper. For boys: campcraft, swimming, crafts, group sports and their part of the newspaper work. On many days, a general swim concluded the afternoon's activities.

To make more extensive mention of swimming: It must be remembered that this is one of the really big events at camp. Blue Mountain is fortunate in having a heated pool, which means that swimming can be included every day. When the Senior Boys were in

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In the Blue Corner . . .

Camp Time For the Diabetic

When we speak of camping in Canada or the United States, or anywhere in the world, for that matter, we think and plan mostly in terms of "normal" people. We continually refer to the active child, the healthy child, the average boy or girl. But don't we forget, sometimes, that everywhere about us are those whose activities are curtailed through physical limitation? Crippled children, polio cases, T.B. patients, have camps of their own; the blind, the deaf, the deaf-mutes fare not so well. But we are now to learn more and more of the advantages offered to diabetic children and adults through camping.

Canada, at the present time, maintains two such camps: Illahee Lodge, at Cobourg, Ontario, supported by the Kinsmen Club, and Kiwanis Camp Banting on the Ottawa River. In the United States, twenty-five camps in all parts of the country open their gates only to diabetic boys and girls, men and women. Some charge on the ability of the patient to pay; regular fees range from approximately $17 to $50 per week. Camp Banting (Ottawa) charges $25 per week, subsidized by the Kiwanis Club of Ottawa. Illahee's rates vary with ability to pay.

Applications come from all parts of Canada, and there are plans in the wind for other camps of this kind in the Maritimes, Saskatchewan and Alberta.

The camps have a dual purpose: fun and education. But even the education is fun, for it is treated like a game, and the children enjoy it. They are taught to administer their own Insulin, to make their own tests, mark their own charts, under the supervision of the registered nurse and the doctor. Campers are taught to know their own diet, to line up and ask for their own meal from the chef; and all this goes on under the keen eye of the dietitian. In this way, they learn respective food values, the importance of a properly balanced diet and regular routine.

During the two-week camp period, doctors who specialize in the treatment of diabetes give lectures on Insulin, Diet, and Diabetes in General. The question-and-answer periods are thoroughly enjoyed by the children, and doctors are amazed when these young folk come through with the toughest kinds of questions. Programme lasts about an hour, and is conducted in a very informal and easy manner.

Facilities for swimming, games, nature hikes and other general outdoor camp activities become part and parcel of the camp programme, while stunts and sing-songs in the friendly glow of the campfire always precede the nightly snack. Participation in skits and square dancing is encouraged, while leathercraft and wood carving fills the morning or afternoon at other times.

Actually, these children can participate in normal camp routine if the doctor permits. Overnights, fishing trips, hikes, boating, swimming, and so on. can all be included, providing of course that each meal is drawn up by the dietitian. Campers are under constant medical supervision, so that proper rest is maintained and the general condition of the campers guarded. When camp

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WITH THE TENS AND ELEVENS

KAY MCCLELLAND,
Section Head, Camp Oconto.

In any camp section where the ten- and eleven-year-olds live, we find a group of campers who have graduated from the close supervision of Junior Camp, yet who are not quite ready for the privileges and responsibilities of Intermediate Camp. Keen, interested, active and enthusiastic, they are a challenge to any leader. In this brief article, we shall look only at the ways we can enrich the daily programme of this particular age group.

Firstly, leaders should study the places in which responsibility can be *safely* given over to the campers. Leaders should try to skilfully develop within each camper a feeling of responsibility to himself, his home, the camp and others. Little duties such as that of tent leader, delivering the mail, lining up "Buddies", reading the day's programme, all help the child to develop into a responsible citizen and camper. Later on in the season, when the camp programme is running smoothly, situations will arise when the children or their representatives may plan some of their own activities. It is indeed surprising to see such wonderfully fresh and interesting ideas come forth!

Music is most important and a beloved activity at this age. The children love sitting around a piano in a lodge singing the songs of far-away lands and those of our own vast country. "The Squid Jiggin' Ground", and "The Canadian Boat Song" are excellent examples, and there are many more. We should remember we are camping in Canada, so why not sing about it?

Evening campfires are also old favourites. Here enters a different type of music. Rollicking rounds with silly words and actions should be included: "Why Can't My Goose", "Little Tommy Tinker", "Indians Are High-Minded", name but a few. The beautiful melodies and words of "Peace I ask of thee, oh, River", and "Land of the Silver Birch", find the perfect setting in a campfire programme. Often a child's most cherished memory of camp is the beauty of a flickering fire and the strains of an evening vesper, "As the Shadows" or "Taps".

Music finds its place also in the form of competitions which the children thoroughly enjoy. Have each tent or cabin group write a song about their own group, section or the camp. The time limit is a week, at which point they will be presented at a special evening programme. Many hidden talents, or the blossoming of them, produce amusing ditties and often songs of deep feeling.

To the question, "What games do our children enjoy?", one may answer in all truthfulness, "Everything!" Scavenger Hunts, Relay Races of all types, Basketball variations, Charades, Circle Games in endless variety, every kind of Tag game, Hide-and-go-Seek, those will start the imagination working. Where does one learn of all these games

and how to play them? The Public Libraries have what they call Recreation Departments whose shelves hold a wealth of ideas in books; and they may be borrowed on special arrangement for the whole summer.

We cannot lose sight of the importance of Indian Lore to this age group. It seems to stimulate the imagination now more than at any other time in their camp lives, and at the same time it is educational, challenging and interesting. Present the children with the problem of planning an Indian Pow-Wow or Council and watch the fun and the flurry of activity. For days on end costumes and head-dresses will be in the making, with great care devoted to detail and accuracy, and the learning of tribe names. A site must be chosen, chiefs and witch doctors found, books thumbed through for Indian Legends to be acted out. Finally, the big night arrives and an impressive ceremonial unfolds in true Indian fashion.

A solid foundation for future camp tripping is laid at this level of experience. The ten- to eleven-year-old is too young to participate in the strenuous activity of a long canoe trip. He is not physically able to paddly great distances, carry canoes or sleep out for several nights, nor is he mentally mature enough to plan ahead, to be automatic in his reaction to certain camp-tripping situations, or to stand the general strain. He is, however, at the perfect stage to *prepare* for these adventures which, in our camp, are confined to Intermediate and Senior Camps (twelve- to seventeen-year-olds).

On the other hand, Sunrise Breakfasts, day and evening hikes with cook-out privileges, provide the campers with valuable experience. They may *learn* to use a hatchet, cook over a fire, paddle a canoe, set up camp and many other features of tripping . . . including their first training in tidying up the camp site for the next-comers!

At this age, we find opportunity to stress Safe Camping. Up to this time, as Junior campers, they have been told not to go near the water except with counsellors, they have been cautioned here and there, and a counsellor has made sure the campers have obeyed. Now, although counsellor supervision must still be in effect, they learn to reason and to see the "why-for" themselves. They realize why they do not stand in a canoe, or go to the waterfront alone, why they must take their activities seriously at times.

A clean-up programme of their own camp section will produce concrete evidence of your encouragement for safety. Not only will glass and paper be picked up, but roots and low branches will be removed, stones rolled away and holes filled in. The campers will learn to be aware of unsafe procedures and incidents. Safety First at all times must be encouraged and stressed.

To me, this age group is the most exciting and satisfying of all camping groups. Enthusiasm, spirit, energy and imagination are limitless, and I love it!

Riding instructor to new camper: "Do you think you'll be interested in the roan?"

Camper: "No, thanks. It's ridin' I come fer, not rowin'."

PROGRESS IN PROGRAMME

This month's contribution "Sunday Programmes at Camp", comes from one familiar to those in camping circles, Mrs. Barbara Cass-Beggs, L.R.A.M., A.R.C.M., Director of Music at Camp GayVenture, and formerly music director, University Settlement Music School and Music Camp.

Most of us feel that we want Sunday to be different. Yet by the time we come to Sunday evening it is not always easy to think up a programme which is different, in the sense that it is of some religious and educational value, without being consciously so, is creative, has a feeling of atmosphere, and above all, holds the interest and attention of the Campers.

At Camp, we have always worked hard to make Sunday evening programmes a special feature and, as we feel that we have been rather successful along these lines, we thought that we would like to share some of our ideas with you.

During our PreCamp training period we regard our first Sunday evening as most important, because it is one in which we set "standards" for all future Sunday evenings.

It is an invitation evening. It is made quite clear to all that those attending will be listening to, or taking part in, a "serious" musical, and if they feel that it has no appeal and they want to be noisy, we suggest that they do not come, although it is made abundantly clear that everyone is invited and wanted.

From that moment on, all kinds of preparations take place. The room where we are going to meet is made as attractive as possible, with a fire, flowers, and other decorations. Lights should be dimmed. It is also made as comfortable as possible, and then when it is time to begin, soft music is played, and the staff and all those who have decided to come enter quietly. Usually everyone *does* come, because by this time everyone who is not interested is certainly curious!

Someone, the best musician we have, plays the piano; perhaps this is followed by a violin, flute or recorder solo, depending upon the talent of our group, or upon the friends we have prevailed upon to visit us that night. Then, everyone is led in singing quietish and worthwhile songs, making use of descants and part singing where possible, and without using song sheets. The singing is usually interspersed with more solos, or an occasional reading; and with no applause to disturb the atmosphere of quiet enjoyment. It is surprising how quickly it ceases to be a "performance" and becomes a group programme with the sense of everyone making a contribution.

By the second week, with some real idea of what we are aiming at, we are all ready for something more ambitious, and something which will "include" as well as "interest" our campers.

As our third Camp Sunday happened to fall on July first, we tied it in with the Commonwealth theme, by presenting an evening called "The United Kingdom".

Our local colour was four beautiful shields bearing the emblems of the Rose, Thistle, Shamrock and Daffodil, and the four flags flanked by the Union Jack. These were all made by our Arts and Crafts personnel. A group of Student Counsellors formed a choir, each wearing a floral emblem; and our four "speakers" were dressed to represent the four countries, England, Scotland, Ireland and Wales. An over-all introduction was given, in which attention was drawn to the different cultural backgrounds, and historical divisions between the countries now co-operating. Each speaker told some story about the country she represented, including the story of, or reference to, the Patron Saint of that country.

The choir sang special English, Scottish, Irish and Welsh songs. A sword dance and Irish Reel were performed, and the rest of the camp wove the programme together by singing a variety of the better known traditional songs of the British Isles.

This programme offered a good deal of scope, both from the point of view of stories and songs, and certain songs, of special historical interest, such as "Summer Is A-Coming In", were introduced. Finally the campers were challenged to note this unity which combined many differences, and were reminded that, although this much had been accomplished for them, it was up to them to see how *they* could help to accomplish world unity. We finished by playing "The Overture to the Hebrides', by Mendelssohn, as we felt that this record suggested the surging waves around the British Isles.

(continued on next page)

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Another jolly evening was a Highland "Ceilidh" (which is an evening of songs and story telling taking place in the home of a Highland Crofter. Scottish and Hebridean songs, dances and stories were presented by the different groups as they dropped in to take part in the "Ceilidh", and the local colour of kilts, plaids, blankets, and lanterns, was effective and easy to achieve. The "Ceilidh" opened with the ceremony of the cutting of the sod for the turf fire and closed with the "smooring of the fire". The Crofter's family talked amongst themselves, and a friendly and informal dialogue gave the programme a sense of belonging.

Still another very successful evening was our Canadian evening when, after a brief talk on Canada, the country, people and world contribution, the campers were transported to a Hudson Bay Trading Post with all the Local colour of paddles, logs, stores, blankets, etc.

Here the trader and his wife greeted and bartered with the various groups of fishermen, lumber jacks, Eskimos and Indians, who talked amongst themselves and sang their own songs. A group of French Canadians entered, singing and talking, and swung into a lively square dance, at the close of which an old Indian story teller told one of the Indian legends about Gitchi-Manitou.

Finally, the campers, who had already joined in with the singing of the more familiar French Canadian songs, closed the evening by singing "The Old Huron Carol".

Such a Canadian evening is not only particularly colourful, but it does acquaint the whole camp with many of the very lovely and less familiar Canadian songs, including some of the boisterous ones like "I'se the Bye That

Builds the Boat" and "Donkey Riding", the very lovely "Eskimo Lullabye" and "The Indian Birch Bark Canoe". Two of the folk songs were sung in French, and we chose the lively "Raftsmen" and the beautiful "A La Claire Fountaine."

Still another programme was called "America Sings", and, while a mother told her child about some of the exciting things which happened in the early days of American history, the sailing ships and the covered wagons, the gold prospector, and the negro slaves on the plantations, the cowboys and the first ranchers, three groups in the background sang appropriate songs. The men, dressed as cowboys and ranchers, sang "The Old Chisholm Trail", "Red River Valley", and "The Streets of Laredo"; a group of Negroes sang Spirituals, and another group the Plantation Songs of Stephen Foster.

The mother mentioned Stephen Foster's contribution to American folk songs; then another of his songs, "Beautiful Dreamer", was sung as a solo, followed by a dance to "O Dem Golden Slippers".

Again, this was a very colourful and gay evening, the songs were popular, and it was possible to introduce all kinds of extras. "Tony", the little pony who pulls the camp pony cart, came on stage as part of our local colour, and, as you can imagine, the whole camp was delighted!

As you will have noticed, so far, we have discussed programmes involving music, singing, and dancing, but a play reading, or a selection of readings can be equally successful, provided, again, that local colour is there to help capture the atmosphere. It is important to see that the parts are adequately read and acted, but this does not always mean that they must be learned by heart, a difficult achievement in any busy camp programme. The radio script method can also be used very effectively and with the minimum of rehearsing.

An International evening is an obvious Sunday evening programme; and for those who feel that their campers' acquaintanceship with Christmas Carols is limited to the five or six carols ground out so unceasingly during the Christmas shopping period, a Christmas Festival, with all the trimmings and many of the really beautiful and often unknown carols, is amazingly rewarding.

In all the Senior programmes, we feel that the trouble taken over "local colour", worthwhile music, and as much action and camper participation as possible, cannot be over-emphasized, in order to achieve a really successful evening. It is also highly important that the age group of the campers should be considered.

We have found it a valuable practice to divide camp into two sections, Junior and Senior. We give this programme twice, one performance at seven and one at eight. This means that we can make the programme simple and short for the juniors, and longer and more elaborate for the seniors. It also has the additional advantage of providing the equivalent of a dress rehearsal!

We feel that Sunday evening programmes of this kind provide a wonderful synthesis for many Camp activities and ideas, and we hope that those of you reading this article may find some of these ideas helpful in your programme.

The songs mentioned in this article have been taken from the following music books, all of which should be part of any camp equipment.

Fireside Book of Folk Songs.
Fireside Book of American Songs.
Oxford Carol Book.
Songs of the Hebrides—arr. for schools—Kennedy Fraser.
Folk Songs of Canada — Edith F. Fowke and Richard Johnston.
Sing Along the Way.
Lift Your Voices.

(continued from page 14)

camp, we did some swimming in Georgian Bay.

We allowed only twelve in the swimming area at a time, and only six campers in the water. Supervision consisted of a nurse whose sole duty was to watch for signs of fatigue; the swimming instructor is always on hand, as well as her assistant, a senior counsellor, a volunteer, and another boy to assist with any lifting required. At least three staff members are in the water at one time with the campers; and with the more handicapped children, we call in one or two more people to assist with dressing and undressing.

To the physically handicapped child, swimming takes on even greater importance than it does for a normal child. You see, it is one activity in which the handicapped child can participate and in which he or she can become most proficient. This in itself brings assurance and happiness as cares and any physical shortcomings seem to float away.

When I first went to camp, the idea of an out-trip for these children seemed impossible, but it is one of the happiest and most successful activities on the programme. At a park about two miles from camp, groups of about twelve are taken out, overnight, leaving about four o'clock in the afternoon, returning at ten o'clock in the morning. Campers are able to sleep in sleeping bags, and are happiest when they can help cook supper and breakfast in the open. The evening meal is followed by a sing-song and marshmallow roast.

The criterion for deciding who goes on overnights is the benefit the child would receive from such a trip rather than the extent of his or her physical handicap. Yes, even wheelchair cases are taken on overnights! And in this case other campers are encouraged to help where possible.

Evening programme resembles general camp programme to a great degree: Indian campfires and ceremonials, sing-songs, skit and talent nights, staff-camper ball games, boxing nights, scavenger and counsellor hunts, marshmallow roasts, and so on. Special Event Days run to the familiar Topsy-Turvy Days, Regattas and Olympic Days.

After this rather cursory view of programme, let us look at some of the benefits accruing to the camper. I believe that the crippled child gains in large measure from his contact with other crippled children. In many cases he does not have far to look before he sees someone considerably more handicapped than himself; thus is generated a positive outlook to his handicap which encourages him to greater self-efficiency.

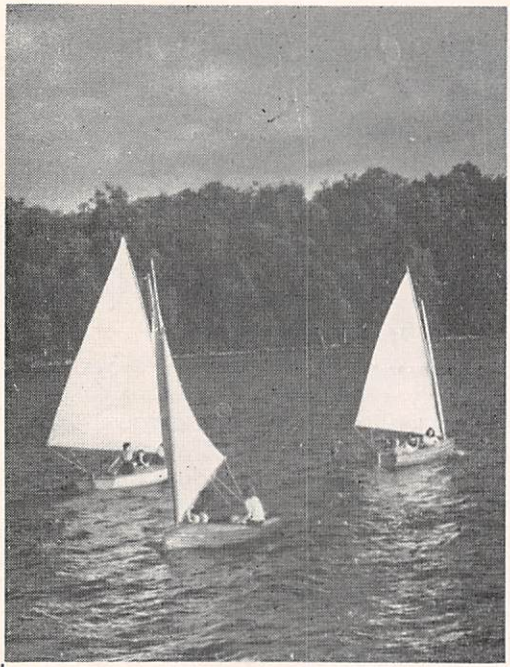
Counsellors are interested in this particular type of work and are trained and encouraged to talk to campers in an effort to spread enthusiasm and encouragement. An actual instance of this occurred in a talk I had with a boy in a Scoliosis Cast . . . his entire body except arms and one leg was immobile. While indeed his activity was severely curtailed, his cast would be removed in one year. His discouragement vanished when he was brought to realize that his handicap was temporary compared with those who would spend the rest of their lives in wheelchairs. On the other hand the wheelchair cases were cheered and urged on to accomplishment in every field, as they worked with their hands and minds.

Campers were in a position to acquire deep understanding of the workings of a group in the cabin, or in interest and activity groups. Before camp, the majority of these children would have had little experience with outside group activities; this short contact at camp seemed to give them a new approach and a fund of new knowledge.

I feel that camping provides an excellent means of giving the crippled child a sense of belonging. This is one of the few big experiences which he can share with an un-handicapped child. On his return home and during the year he can talk about *his* overnights, *his* swimming, *his* campfires, and so on. We are, I believe, performing an important function by providing the basis for this interchange of ideas and experiences. The handicapped child's often-limited horizons are brightened and widened as new possibilities and experiences unfold.

The campers, in common with most children, are undoubtedly craving a sense of importance, and a desire for being needed. We tried to provide an outlet for this desire through having the campers assist, if only to a small degree, those who were less fortunate than themselves. Such duties might be only the opening of doors, tying of shoelaces, pushing the wheelchairs, but they performed magnificently. The recipient of the services also benefitted, perhaps to a greater extent than the mere physical task involved, for he acquired, to some small degree, independence from the adults on whom he had heretofore relied so heavily.

Members of our camp staff enjoyed their summer camping experiences to the extreme. But still more important came the revelation to all of us that these children, handicapped as they were to various degrees, were the most happy, cheerful and appreciative people any of us have met. Indeed, our own troubles by comparison seemed very small and insignificant.



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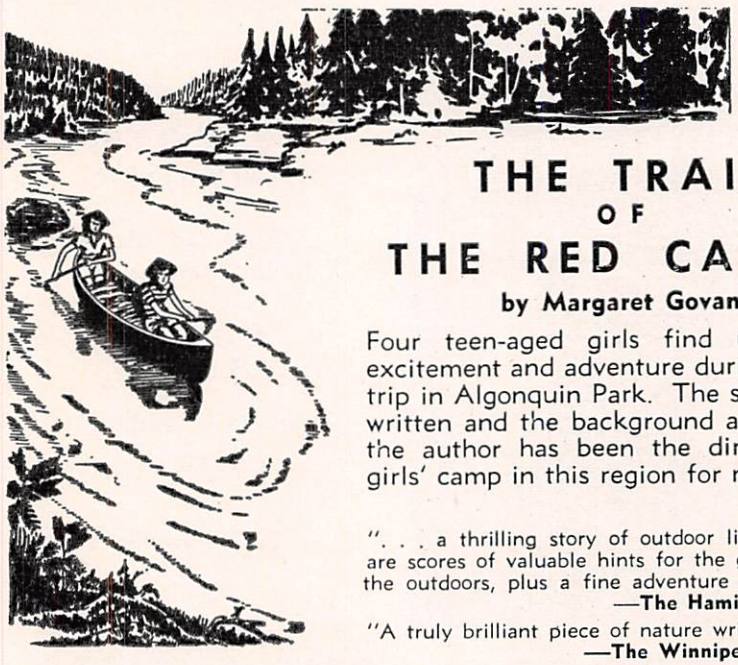
(continued from page 15)

is over, each child knows more about his or her condition and the proper care it demands, and appears much happier and more contented in mind. A child's discovery that other children with the same condition can excel in sports and other activities gives him or her a definite "lift".

It is encouraging to all of us to note that Bill Talbert, Captain of the Davis Cup Team and Hamilton Richardson, one of its members, are both diabetics. They will represent the United States in Australia shortly. Another famous diabetic is Bill Nicholson, outfielder for the Philadelphia "Phillies".

In the ever broadening field of opportunities, diabetics also have responsibilities. It is not enough to say that diabetics can do most of the things that non-diabetics are doing. They must prove it, for as these children grow up and come in contact with Management, they will be asked to prove it. Camping is helping them to find such a footing. It is helping them to improve their skills. It will help them, in years to come, to take their place beside those who do not have such a condition to face.

The future of young diabetics, and of those presently employed, is largely in their own hands, because character and ability are mainly the determining factors. Character is within reach of everyone; but ability can be jeopardized by poor health. Any camping experience these children can enjoy will be a step in the right direction, a step towards economic security, to happiness, and a future normal life.



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(continued from page 9)

Caution!

One of the latest announcements to come into focus is that of a giant Communist-inspired youth rally in Warsaw in the summer of 1955. We do not anticipate losing any of our counsellors to the event, but many rallies and planning meetings are to be scheduled for us in Canada. Mostly they are sponsored by the Youth Friendship League, and other youth movement groups so affiliated, and we feel it our duty to caution students . . . and many adults. These societies have a way of inducing unsuspecting persons to include the names on membership lists; perhaps if directors are talking with young people at any time, they might like to sound the warning. Of course, subversive teachings do not permit the wisdom of those in authority to interfere with the thinking of the younger generation, but we still believe that a word to the wise and the free goes a long way!

Our Guest Book

'Twas no mere coincidence that TED YARD concentrated on staff training and job evaluation. After all, we have talked of articles along these lines for seasons on end, and he decided to do something about . . . during his vacation, at that! KAY McCLELLAND's pet age-group forms the topic of her article on what to do with the Tens and Elevens. She should know; she runs a top-notch section for this age-group. Glad to see BOB FROOD-BARCLAY with us again, this time covering points travellers in Europe might like to know about camping over there; he also provides a contact address in England for visiting camp folk. DELWIN McLENNAN, new to Canadian Camping, but not new to the Association by any means, took time from his studies at 'Varsity to open our eyes to camping for the handicapped . . . and we are appreciative indeed. Welcome once more to BARBARA CASS-BEGGS, specialist in her field, who lives in Wales at present; her husband is on the staff of the University of Swansea. LORNE E. BROWN has known Miss Gertrude Moore for years and years, and his story proves that he is the person to write this month's biographical sketch. We salute MISS MOORE for the contribution she has made to Canadian youth in the East as well as the West, in educational circles and in the world of camping.

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For Your Camp Library

THE TRAIL OF THE RED CANOE. Margaret Govan.

Those who know and love the North Country and tripping, young and old alike, will not rest until they have read through to the last page of The Trail of The Red Canoe. Chiefly because it is well-written for easy reading, but also because Miss Gov'an knows camping, its joys and hazards, the story carries the reader every scenic mile of the way; so much so that one re-lives parts of every canoe trip within memory. The teen-age patter, reasoning and quick thinking, the urge to tease and resultant "urge to kill", are expressed, in language of that age group, on the part of the author. $2.00. J. M. Dent and Sons (Canada), Limited, Toronto.

HANDBOOK OF TRAIL CAMPCRAFT. John A. Ledlie.

"When campcraft skills are related to real living situations in the out-of-doors, they add sparkle and meaning to the activity", are the words in which John MacBean, Chairman of National Campcraft Commission in the United States, introduces the Handbook of Trail Campcraft. Prepared by members of this Commission, John Ledlie has edited it so that the book becomes a step-by-step procedure for organizing a complete trail campcraft programme, whether it's a simple hike or cook-out, or a two-week trek. We like the recipes: a handful of this, two fingers of that, a pinch of the other, water or milk to moisten . . . none of the scientific expressions of a civilized kitchen! The book touches on conservation and first aid, and furnishes a wealth of information on Trail Camping in Winter. $4.95. An Association Press book, distributed in Canada through G. R. Welch Company, Limited, Toronto.

COMMITTEE COMMON SENSE. Audrey R. and Harleigh B. Trecker.

"If you want work done, organize a committee". How often we hear the expression, and how often committees are formed without due consideration given to the capabilities or interest of the people on it, or without giving its members a clear picture of their duties. The Treckers, Audrey and Harleigh, highlight this point in Committee Common Sense, take the positive approach and show how to choose, organize and work along with committees generally. In answering many questions, the authors guide one away from "the frustration of badly organized and improperly run committees. They trace a concise blueprint for the effective operation of the committee, the task

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force of the democratic community." $3.00. A Morrow Publication, distributed in Canada through George J. McLeod Company, Limited, Toronto.

TWENTY TWENTY-MINUTE TALKS TO BOYS.
Vernon F. McAdam.

For the past thirty years, Vernon McAdam has talked to boys. Boys' clubs, Boy Scout Groups, Boys' Brigade, High School, Sunday School, and Camp Weredale have been his interests. Each Sunday found him conducting an undenominational chapel service in which his talk formed the focal point. To our great pleasure, and to aid anyone who has work of this kind to do, he has chosen twenty different topics . . . "not prepared as sermons, nor as short formulae for success, but rather as inspirational talks of a length suitable for boys". The reader gets a "lift" just to read through them, and realizes their extreme value, camp-wise or otherwise. This book is free if you will write to Boys' Clubs of Canada, 6 Weredale Park, Montreal 6, Quebec.

THE OUTDOOR PICTURE COOKBOOK.
Bob Jones.

The author is right: one learns by watching and doing, so Bob Jones produced this book in picture form, illustrating cookery steps just as if a counsellor or fellow-camper were showing you how to proceed. Furthermore, he crowns his achievement with a chapter on how to wash dishes, and comes through with some wonderful ideas. So packed is it with general information on the buying, storing, preparing, cooking and serving of food, that it would be a boon to anyone . . . housewife, Scout, Guider, camping people anywhere in the world. $3.25. A Hawthorn Book, distributed in Canada through McClelland and Stewart, Limited, Toronto.

HOW TO ATTEND A CONFERENCE.
Dorothea F. Sullivan.
HOW TO BE A BOARD OR COMMITTEE MEMBER.
Roy Sorenson
HOW TO WORK WITH YOUR BOARD AND COMMITTEES.
Louis H. Blumenthal.

Three volumes from the Leadership Library could serve as useful guides to businessmen or anyone who works with committees or executives. How To Work With Your Board and Committees is a guide to productive board-staff relations, an asset to social workers and camping people whose duties are centred in group work. How To Be a Board or Committee Member, a popular condensation of Mr. Sorenson's Art of Board Membership, looks at board responsibilities in today's world, and suggests sound methods of cooperation between boards and professionals. How to Attend a Conference explores all the angles of workshops and conventions. For those who have never attended a conference, Miss Sullivan explains accommodation, how and when to make reservations, how to make the best of free time and get the most from sessions. $1.25 each. Association Press publications, distributed in Canada through G. R. Welch Company, Limited, Toronto.

We suggest the following publications for directors and staff members. They'll be useful next summer, and for counsellor training groups in the early spring:.

A series of five pamphlets, the Stagecraft Series, just published by the Department of Health and Welfare, Ottawa. Costume, Direction, Make-up, Organization Back-Stage, Organization Front-of-House. These pamphlets are free and may be ordered through your Provincial Department of Health and Welfare.

(continued next page)

Track and Field Series, nine booklets written specially for the beginner, under these titles: Broad Jump, High Jump, Hurdles, Sprints, Middle Distance Running, Cross Country Running, Pole Vault, Shot Put, Relays. Order through the Queen's Printer, Ottawa. 15c each copy; 1 set of nine, $1.00; 100 copies or more — 25 per cent discount.

The Canadian Association for Adult Education has an interesting list of study kits on timely subjects facing Canadian citizens . . . Education, Communism, Politics and Citizenship, Family Life, Values, Economics, Communication, Culture in Canada, Public Affairs, Parent Education, and many others. Write to Canadian Association for Adult Education 143 Bloor Street West, Toronto 5, Ontario, for pamphlets and order forms. Prices are reasonable 10c, 15c, 20c, 25c, 35c and 50c each.

THE MORNING WATCH, a series of devotional talks for campers, prepared by Wilbur K. Howard, and very good indeed. Only 5c and obtainable through the Ontario Council of Christian Education, 150 Simcoe Street, Toronto 1.

CAMP SONG BOOK. A handy little book with words and music to fifty-three songs.. 25c. Order through Canadian Camping Association, Room 407, 170 Bloor Street West, Toronto 5.

CAMP SAFETY DIGEST. Articles on every phase of camp safety. 50c. Order through Canadian Camping Association, Room 407, 170 Bloor Street West, Toronto 5.

CAMPING — WHAT IS IT? A basic philosophy of good camping. 30c. Order through Canadian Camping Association, Room 407, 170 Bloor Street West, Toronto 5.

FATIGUE—A MAJOR HEALTH PROBLEM. By Dr. J. H. Ebbs. Order through Canadian Camping Association, Room 407, 170 Bloor Street West, Toronto 5. 10c each.

MY CAMP BOOK. A book of poems, prayers, with many blank pages for photographs, campers' own writings, collections, autographs, and so on. 25c. Ontario Council of Christian Education, 150 Simcoe Street, Toronto 1.

WHEN JUNIORS GO CAMPING. Written primarily for leaders of church and other short-term camps, it contains sound information on Junior camping, for campers who are in grades four, five and six in day school. 80c. Ontario Council of Christian Education, 150 Simcoe Street, Toronto 1.

Just a thought for a welcome Christmas present . . . a subscription to Canadian Nature, filled to the covers with all sorts of information on the outdoors, nature study, astronomy, conservation . . . an excellent magazine for adults or students; children will enjoy it, too. For information write to the Audubon Society, 181 Jarvis Street, Toronto 2.

(continued from page 13)

The war years interrupted much of the planning and work of the International Federation and even now things are not yet back to normal but steady progress is being made and there IS enough information available in the special Bulletin issued each year for you to have a never-to-be-forgotten holiday abroad. Individual clubs can also give a limited number of sites in various countries, but the better way is to join the International body through your own national club and obtain the International Card of Introduction and the special Bulletin which gives lists of clubs and their addresses.

Plan your holiday and then write to the club of the country you wish to visit and ask for sites in SPECIFIC areas. It is no good just writing to the Camping Club de France, for example, asking for a list of sites in France—France is a mighty big place!

Every year the member-clubs of the International Federation get together for one big International camp, and this is really something outstanding. This Rally is held in a different country each year and it is truly worth a visit.

Year by year hundreds of campers make use of these facilities for both group and solo camping and there is no doubt whatever that it constitutes the cheapest and one of the most enjoyable forms of holidaying abroad. What was it R. L. Stevenson said:

> "For my part, I travel not to go anywhere, but to go. I travel for travel's sake. The great affair is to move."

A nice thought, but some of us at least like to know WHERE we are going and the clubs can help us make up our minds.

A final word—any Canadians visiting Europe, who may get as far as London, would find the Camping Club of Great Britain and Ireland—the oldest of its kind in the world—most helpful. They have a special Temporary membership for visitors from abroad and are glad to help in the matter of camping in other countries. The address is: 38, Grosvenor Gardens, London S.W. 1.

Happy camping to you all—wherever it may be!

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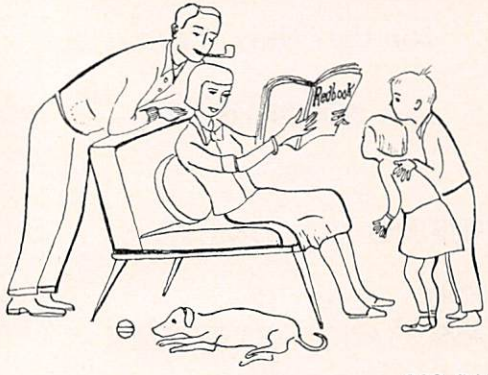

Redbooks circulation guarantee
is 2,000,000
net paid copies per month.

Canadian circulation
124,123 copies per month.

Interpreted in terms of Canadian
readers 300,000 per month

FOR INFORMATION ADDRESS:

ETHEL F. BEBB

Director and Editor, Camp Department

230 PARK AVENUE NEW YORK 17, N.Y.

(continued from page 12)

Special care was taken to see that, on the three or four occasions when Seminar members were related to programme groups, the change of leadership was skilfully handled. Usually the visiting director went to the same group so that he and the boys came to know one another well.

Evaluation of the whole project carried out through group discussion was complemented by a process of personal evaluation conducted by Mr. Stan Symington, Boys' Work Secretary for the National Council of Y.M.C.A.'s, through interviews with each participant in the seminar.

This first National Y.M.C.A. Camp Training Seminar was jointly sponsored by the Camp Pine Crest Committee of the Toronto Central Y.M.C.A. and the National Y.M.C.A. Camping and Personnel Committee, and there are many who share the conviction that the twelve participants, filling as they do strategic positions in the camping field, are equipped to contribute substantially to the cause of better leadership for our children's camps . . . we hope there will be more "on the job" Camp Directors' Seminars!

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MARCH 3rd, 4th and 5th, 1955

WHODUZIT?

by W. E. YARD

Most of us have, at one time or another, attempted to analyse the scope of various staff positions, and it has proven invariably to be a rewarding, 'though at times, laborious experience.

Many camps use different titles for staff, and many who use similar titles, find quite logically that because of peculiarly individual characteristics and practices, they expect entirely different things from staff members who "nominally" fill the same position.

We shall not suggest here that all staff should fit into "standardized" categories, since in the first place we suspect that such an endeavour would almost surely end in futility, and in the second place we are not convinced that "standardization" is the most important concern at the moment in this area. It does seem, however, that a careful thinking through of the detailed responsibilities of each position, developed possibly to a written job analysis for that position in the individual camp, would be a worthwhile exercise and in keeping with our common concerns for good Personnel practices.

This is the first in a series of four "checklist" type articles. In each case a job analysis outline is given for a "typical" camp position. Please do not consider that this outline is presented as an ideal; it is merely to be considered as a reasonably orderly outline of responsibilities for a given position in one situation. We do, however, invite you to relate both the position and the individual responsibilities to your own situation, and then to sketch out, for your own camp, a job analysis for this position or for the position which most closely resembles the one being analyzed.

SECTION DIRECTORS' RESPONSIBILITIES

(Direct and personalized supervision of boys and leaders in Section)

I *Staff training* through

(a) regularly scheduled conferences with each counsellor.

(b) informal daily conference.

(c) evening meetings of counsellors to discuss topics related to leadership training and to clear on such matters as:—

- Record Keeping
- Letters Home
- Cabin Council
- Fire Drill and Instruction
- Schedules for Laundry
- Days Off
- Out-trips
- Swim period
- Boat patrol
- Night watch
- Staff snack

II *Programme Planning* (including leadership and evaluation)

- Interest Groups
- All-section programme
- Weekly highlights
- Camper Council
- Out-trips—in co-operation with Out-Trip Department

III *Personalized attention* to such things as:—

Boys prayers, condition of clothes, cleanliness.

IV *Direct Supervision* in following areas:—

- Cabin Allotments
- Health Check-up
- Introductory programme for new boys, including interest finder and campfire programme.

(continued page 34)

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ONTARIO - - - - - - Mrs. E. Flynn, 170 Bloor St. W., Toronto
QUEBEC - - - - - - - Mr. Ken Murray, 112 Dunrae Ave., Montreal

Where there is no provincial association: detach following form and mail direct to Canadian Camping Association, 170 Bloor St. W., Room 407, Toronto.

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(continued from page 31)

Cabin Clean-up inspection, including out houses and counselor quarters. (Intensive check on one cabin each day).

Maintenance of counsellor schedules as previously listed.

Checking on O.D. and duty cabin when these responsibilities fall to his section.

Seeing that Section is well-supervised in dining hall.

Staying very close to section programme and getting to know boys by name.

Counsellor letters to parents.

V *Reports to Camp Director* as follows:

Laundry Schedule.
Days Off Schedule.
Out-Trips Programme
Night Watch Schedule.
Counsellors' Work (Appraisal Sheet).
Section program chart with weekly highlights.
(At beginning of each week).

Reports on counsellor letters to parents (as required).

Out-Trips (as required).

Daily Report covering:—

Supervision for day in following specific areas:—

Swim period—Lifeguard assignments.

Cabin Area—Patrol assignments.

Boat Patrol assignments.

Special Events planned:—

Number of boys away on trips on breakfast, lunch, supper.

Special Comments.

VI *The Section Director* is in effect the Director of a small camp unit. At this camp, it is the aim to give him the responsibility for *Programme* and *personal service* for his Section unit, and to relieve him as much as possible from the business and administrative matters.

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